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Chair: Mr. Tommo Monthe ..... (Cameroon)
Chair of the Advisory Committee on Administrative and Budgetary Questions: Mr. Ruiz Massieu

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The meeting was called to order at 3.05 p.m.

Agenda item 134: Review of the efficiency of the administrative and financial functioning of the United Nations (*continued*)

Shifting the management paradigm in the United Nations (A/72/7/Add.24, A/72/492 and A/72/492/Add.1)

1. **The Secretary-General**, introducing his reports on shifting the management paradigm in the United Nations: ensuring a better future for all (A/72/492) and improving and streamlining the programme planning and budgeting process (A/72/492/Add.1), said that the purpose of reform was to enable the Organization to carry out its work in line with the wishes of Member States and to effectively serve the people who depended on it to help improve their lives at a time of rapidly evolving global challenges. In the report, he outlined reforms in three mutually reinforcing priority areas, namely, reform of the peace and security architecture in order to strengthen the Organization's capacities for prevention and mediation, and to enhance the effectiveness and cost-effectiveness of peacekeeping operations; reform of the development system in order to make it more field-focused, coordinated and accountable in supporting countries' efforts to implement the 2030 Agenda for Sustainable Development; and internal management reform.

2. Through extensive consultations with Member States over the previous months, including at a retreat held in July 2017, he had identified several key challenges, namely, the need to improve the agility and responsiveness of service delivery; address fragmentation in management structures; build trust with Member States and staff; ensure adequate resources for the implementation of mandates; and increase transparency and accountability. The objectives of the new management paradigm were to empower the Organization's leadership to fulfil mandates by aligning responsibility, authority and accountability, clarifying roles and responsibilities, and supporting managers and holding them accountable for results; and to improve transparency, a goal that was in the interests of management and Member States alike, by demonstrating a clear link between resources and programme delivery, while strengthening risk management frameworks. Efforts would also be made to delegate to managers, under clear conditions and on the basis of an assessment of their capacities, the authority necessary to make decisions near the point of delivery; and to reorganize management structures at Headquarters to better support managers and ensure their accountability, including by eliminating duplicative functions, establishing a clearer division of roles and responsibilities, and ensuring appropriate checks and balances.

3. To achieve the paradigm shift, he proposed simplifying and streamlining the planning and budget cycle and reports by replacing the current biennial budget with an annual budget and shortening the planning and budgetary cycle from five to three years. Programme planning and performance information would be presented alongside financial information to improve the transparency of activities and support strategic decision-making. Planning and budget documents would contain information on lessons learned and would clearly illustrate the link between programme activities and the Charter of the United Nations, the Sustainable Development Goals and legislative mandates. Budget documents would also include quantitative and qualitative assessments of programme managers' performance to ensure that they were held accountable for the effective fulfilment of their mandates and the use of resources. In addition, he requested Member States to grant him the authority, as the Organization's chief administrative officer, to redeploy up to 20 per cent of the resources allocated under a budget section within the corresponding budget part in order to improve interdepartmental cooperation and the Organization's response to changing demands, while ensuring that the resources allocated under each pillar of its work were used for activities within the corresponding thematic area. Such expanded authority would also allow him to respond more effectively to requests by Member States for the Secretariat to undertake additional activities within approved resource levels.

4. In addition, he proposed broadening the scope of the commitment authority for unforeseen and extraordinary expenses to enable the Organization to respond rapidly to unforeseen events in the areas of development and human rights, and sought to increase the transparency and frequency of reporting to Member States, including in monitoring, evaluation, programme and financial performance, and resource use. He also aimed to eliminate duplicative functions by establishing a Department of Management Strategy, Policy and Compliance with a clear policy, strategy and compliance role and a Department of Operational Support focused on operations, services, transactions and surge support for entities in weak environments.

5. The full potential of the Umoja enterprise resource planning system and the global service delivery model would be harnessed in order to consolidate administrative functions such as procurement and payment systems, staff contracting, engineering and

logistics management into two or three centres, and to undertake a strategic assessment of the locations where those functions were carried out. He proposed to streamline and simplify human resources rules, processes and procedures to ensure timely recruitment, deployment and staff development. Gender parity and geographical diversity were critical elements of the proposed reforms. He had achieved gender parity among Professional staff in his Executive Office while substantially increasing geographical diversity, an accomplishment that demonstrated the mutually reinforcing nature of those goals and his ability to achieve positive results when granted greater managerial authority.

6. Through the proposed reforms, he aimed to increase accountability to Member States for mandate fulfilment by establishing stronger internal control and quality assurance functions within the new management structure; changing the current system of delegation of authority to enhance managers' capacity to deliver results and hold them accountable for their performance; ensuring a separation between the responsibilities of the Department of Operational Support and the Department of Management Strategy, Policy and Compliance in order to better support military and police contingents and process reimbursement payments to troop-contributing countries more expeditiously; introducing 360-degree performance evaluations for, and strengthening his compacts with, senior management; improving the self-evaluation capacity of the Secretariat; and enhancing the strategic nature of budget documents. He also aimed to build trust and increase transparency in reporting by reflecting procurement and expenditure information on dashboards accessible to Member States throughout the year; improving self-evaluation of programmes and reflecting information related to self-evaluation in annual budgets and online; submitting programme performance and budget information to the Committee on an annual rather than a biennial basis; and reflecting resource redeployments on dashboards throughout the year and in annual financial reports at the end of the budget period.

7. A change management team, working under the leadership of the Under-Secretaries-General for Management and Field Support and the oversight of the Chef de Cabinet, was preparing a comprehensive, costed proposal for the new management structure for the Committee's consideration at the second part of the resumed seventy-second session in May 2018. He would closely monitor progress towards completion and ensure proper planning and implementation. The success of the paradigm shift would depend on the fulfilment of reciprocal commitments between the Secretariat and senior managers, on the one hand, and between the Secretariat and Member States, on the other. In that regard, he called on senior managers to strengthen their commitment to fulfilling mandates and deploying resources effectively; in return, he pledged to grant them full authority to implement their mandates in a transparent and accountable manner. He also sought Member States' trust in affording him the flexibility to take decisions that would enhance mandate implementation; in return, he pledged that the Secretariat would be transparent and accountable in its stewardship of the Organization's resources, and in fulfilling mandates and achieving benchmarks.

8. As reforming the management system was in the interests of leadership and Member States alike, he sought the Committee's support for the proof of concept set out in his main report (A/72/492) and would present concrete proposals on the elements contained therein for its consideration at the second part of the resumed seventy-second session and the main part of the seventy-third session. He also sought the Committee's support for his proposals to strengthen the planning and budgetary process, including by increasing the level of the Working Capital Fund, as set out in the addendum to the report (A/72/492/Add.1).

9. **Mr. Ruiz Massieu** (Chair of the Advisory Committee on Administrative and Budgetary Questions), introducing the related report of the Advisory Committee (A/72/7/Add.24), said that the Advisory Committee welcomed the Secretary-General's reform plans and proposals, many of which were interdependent and interrelated. He noted with appreciation that the Secretary-General's main report (A/72/492) contained an overview of all those plans and proposals, and welcomed his emphasis on streamlining procedures and processes and improving effectiveness, accountability, transparency and oversight.

10. The Advisory Committee's recommendations on the reforms related to elements that would be discussed further in the forthcoming comprehensive proposals or that, in its view, required further analysis or clarification. The Advisory Committee recommended that any measures envisaged as part of the proposal to refocus on the implementation of the information and communications technology (ICT) strategy should continue to address the excessive fragmentation of the ICT environment. With regard to the proposed integration of procurement into supply chain management, it recommended that further clarification should be provided on the safeguards that would be put in place to ensure protection of the procurement function from undue influence and to guarantee proper segregation of duties between the requisitioning,

reception, procurement, delivery, inventory and contract management functions. The Advisory Committee also pointed out the need to carry out a comprehensive analysis and assessment of the risks, benefits and costs arising from the separation of strategic, policymaking and compliance functions from operational functions under the two departments that had been proposed to replace the Department of Management and the Department of Field Support, taking into account the specificities and the nature of the activities of each office. In addition, it requested the Secretary-General to clarify how the accountability framework would be adapted to reflect the envisaged changes to the system of delegation of authority.

11. With regard to the changes to the planning and budgeting process set out in the addendum to the Secretary-General's report (A/72/492/Add.1), the Advisory Committee expected that the proposed replacement of the biennial budget with an annual budget would improve budgetary precision and reduce the lag between planning and implementation. It supported streamlining the planning and budgeting process, including through the proposed elimination of the budget outline, and encouraged efforts to improve the clarity and presentation of budget documents. With regard to the proposed budget review process, the Advisory Committee noted that the proposed presentational changes to the strategic framework were outside its purview. It considered the proposed modifications to the content of budget documents to be a shift in the application of the results-based budgeting methodology and recommended maintaining the level of detail currently reflected in the reports. Any proposals to alter the documents proposed for the annual budget cycle, if approved, should be submitted to the General Assembly for its consideration.

12. Noting the Secretary-General's proposals to establish new or expanded authorities for the commitment or redeployment of funds within budget cycles in order to address unanticipated programmatic demands, the Advisory Committee pointed out that, if approved, the annual budget cycle would reduce the level of budgetary uncertainty. It therefore recommended that the different mechanisms and levels of discretionary managerial authority that might be required to address such needs should be assessed prior to the commencement of the first annual budget period.

13. The Advisory Committee was not convinced by the technical justifications provided for the establishment of the two new authorities requested by the Secretary-General starting in 2018–2019, namely, the authority to redeploy resources between sections in the same budget part and to transfer post-related financial resources to non-post items within a section. However, it recognized that that issue was a broader policy matter to be decided by the General Assembly. The Advisory Committee supported the proposed increase to $20 million in the authority granted to the Secretary-General to enter into commitments, with the Advisory Committee's concurrence, to cover unforeseen and extraordinary expenses related to the maintenance of peace and security, as well as the proposed establishment of a commitment authority of $1 million to address the immediate impact of natural or man-made disasters on United Nations operations. However, the Advisory Committee did not support the proposed expansion of the existing provision for unforeseen and extraordinary expenses to cover development- and human rights-related activities, advocating instead for more extensive use of the existing experimental mechanism for exercising limited budgetary discretion. In order to facilitate the use of that mechanism, the Advisory Committee recommended that the General Assembly should lift the requirement to identify savings within the authorized appropriation level to cover the costs of the funded activities.

14. **Mr. Morejón Pazmiño** (Ecuador), speaking on behalf of the Group of 77 and China, welcomed the Secretary-General's intention to strengthen the Organization's ability to implement its mandates, particularly in the field, and commended his commitment to open and transparent consultation with the General Assembly on his interlinked reform initiatives, as well as his reaffirmation of the intergovernmental processes enshrined in the Charter and relevant General Assembly resolutions. The Secretary-General's reform proposals would be critical to building the effective and efficient Organization needed to achieve a more just and equitable world order, and would only be successful with the active participation of, and ownership by, all Member States and the Secretariat.

15. Management reform must be grounded in the Organization's intergovernmental, multilateral and international character. In that regard, the Group emphasized the oversight roles of the Fifth Committee, the Committee for Programme and Coordination and the Advisory Committee, and their critical involvement in planning, programming, budgeting, monitoring and evaluation processes, as well as in ensuring the Secretariat's accountability to Member States for programme implementation. He acknowledged the Secretary-General's consultation with the Board of Auditors, the Office of Internal Oversight Services (OIOS) and the Advisory Committee on his reform agenda. Adequate attention should be paid to

guaranteeing appropriate risk management, monitoring and evaluation of the impact of the proposed reforms, given their scale, and to ensuring that mandate implementation was not undermined during the transition to the new management paradigm.

16. The Group welcomed the emphasis on the 2030 Agenda reflected in the reform proposals, particularly given the importance of eradicating poverty and inequality for achieving sustainable development and the critical role of the Organization in advancing the implementation of that Agenda and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. The reforms must facilitate the mainstreaming of the Sustainable Development Goals at the global, regional and national levels, and must be supported by the resources necessary to enable development institutions such as the Department of Economic and Social Affairs, the regional commissions, and the United Nations Conference on Trade and Development to implement the Goals in line with the national circumstances, capacities and levels of development in developing countries, in particular African countries, least developed countries, landlocked developing countries, small island developing States, and countries in conflict and post-conflict situations. Previous reform initiatives that had been based on hollow promises of liberating resources for development through cost savings and staff reductions needed to be replaced by genuine efforts to strengthen development mandates.

17. Proposed changes to the system of delegation of authority and to reporting lines must be matched by effective proposals for increasing transparency and accountability to Member States. He welcomed the Secretary-General's commitment to preparing more precise and accurate budgets, noting that budget documents were vital in enabling Member States to assess the plans, proposals, strategic focus, processes and achievements of the Secretariat and in facilitating oversight.

18. The Group underscored the importance of ensuring equitable geographical representation and gender parity, in particular at the senior leadership level, and encouraged the Secretary-General to continue his efforts in that regard. Developing countries and countries in transition must also be afforded fair access to procurement opportunities, as highlighted in multiple General Assembly resolutions. The Group was encouraged by the initial efforts made to reform internal coordination and collaboration in the Secretariat and the United Nations system as a whole, emphasizing that organizational change must be effected not only by restructuring departments but also by empowering staff to fulfil their mandates without being hindered by administrative obstacles.

19. **Ms. Pobee** (Ghana), speaking on behalf of the Group of African States, welcomed the inclusive, consultative approach that the Secretary-General had taken in developing his proposals and underscored the need for ownership and conviction by Member States in the efforts to reform the business culture and practices of management and staff. She was also encouraged by the Secretary-General's and Deputy Secretary-General's commitment to deeper and broader consultation with the Group on matters relating to cooperation between the African Union and the United Nations.

20. The Group agreed with the Secretary-General on the need to address the trust deficit between Member States and the Secretariat and between management and staff by enhancing transparency, accountability and oversight mechanisms. In line with its commitment to a United Nations that was fit for purpose and improved people's lives, the Group would consider all proposed reforms with a view to ensuring that they supported mandate implementation and were based on sound management principles, and were not merely aimed at achieving cost savings and staff reductions. In particular, proposals to streamline departments, procedures and processes, reduce duplication and modify reporting lines must improve the Organization's responsiveness and effectiveness, while ensuring strong accountability, transparency and oversight by Member States. In addition, efforts must be made to improve synergies between — and maximize the benefits yielded by — management reform and reforms in the areas of the peace and security and development, which were closely interlinked.

21. She called on the Secretary-General to draw on best practices identified from the evaluation of the impact of previous reforms and to focus on risk management in his refined proposals, bearing in mind that reform was a dynamic process. The Secretary-General must also strengthen and monitor the Organization's ability to implement the recommendations of independent panels and oversight and review bodies, including the Advisory Committee, the Board of Auditors, OIOS and the Joint Inspection Unit. Programme plans and proposed programme budgets should, moreover, enable Member States and intergovernmental bodies to understand, monitor and shape mandate implementation.

22. The Group noted with appreciation that the implementation of the 2030 Agenda and the Addis Ababa Action Agenda had been mainstreamed in the

Secretary-General's proposals, and particularly welcomed the Secretary-General's commitment to eradicating poverty. It also looked forward to reviewing programme plans and budgetary proposals that supported the balanced implementation of all the Sustainable Development Goals and targets, as well as fulfilment of the aims set out in the Charter and intergovernmentally agreed mandates.

23. The Group would examine the management reform proposals to determine how they contributed to the development of Africa, one of the priority areas outlined in the proposed programme budget, paying special attention to ensuring that the reforms to the system of delegation of authority, programme plans and budgetary proposals, and the structure of the Organization were conducive to cooperation between the African Union and the United Nations and fulfilment of the priorities set out in the African Union Agenda 2063. The Group also looked forward to learning how the reforms would contribute to strengthening the Office of the Special Adviser on Africa, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, the Economic Commission for Africa and the United Nations Office to the African Union. In that regard, it encouraged the Secretary-General to fill the vacant post of Special Adviser on Africa as a matter of priority. Sustaining peace in Africa required not only changes to organizational structures and mindsets but also sustainable and predictable financing for all United Nations mechanisms that contributed to maintaining peace. Special political missions should therefore be financed using the same criteria, methodologies and mechanisms used to finance peacekeeping operations.

24. The Group welcomed the Secretary-General's gender parity strategy and forthcoming strategy on geographical distribution, emphasizing that the goal of equitable geographical representation did not represent a dilution of the merit principle and should be pursued by all United Nations bodies, including the Security Council and the Advisory Committee on Administrative and Budgetary Questions. Human resources management should also be reformed to ensure equal and non-discriminatory access to job opportunities at Headquarters and in the field. The achievement of gender parity and greater geographical diversity at all levels in the Secretariat was long overdue and would improve the Organization's ability to comprehend and respond to the complex environments in which it operated. In that regard, the Group did not understand why certain departments that focused primarily on issues relating to Africa were dominated by staff from other regions.

25. The Group would examine the Secretary-General's technical proposals and the related recommendations of the Advisory Committee and would continue to engage in deliberations on proposals relating to, inter alia, programme planning, delegation of authority, accountability, evaluation, oversight, human resources management, procurement and ICT. It would also work to strengthen the intergovernmental, multilateral and international character of the Organization, with a particular emphasis on the oversight role of the Fifth Committee and the consideration of programme plans and budgets by the Committee for Programme and Coordination and the Advisory Committee.

26. **Mr. Gafoor** (Singapore), speaking on behalf of the Association of Southeast Asian Nations (ASEAN), said that the buy-in and trust of Member States were critical to the success of any reform effort and it was to be hoped that the Secretary-General would maintain his transparent, consultative approach. He welcomed the steps that the Secretary-General had taken to identify processes that could be simplified and realistic goals that could yield early dividends in order to enhance the Organization's fitness for purpose and ability to fulfil its mandates.

27. Welcoming the Secretary-General's focus on delivery and results, ASEAN would explore how his management reform proposals could contribute to achieving desired outcomes, particularly with regard to the effective and efficient delivery of results on the ground, and would collaborate with the Secretary-General in identifying solutions to the challenges set out in his reports (A/72/492 and A/72/492/Add.1). Any changes to the presentation of budgetary information should enhance, rather than undermine, transparency and accountability, and should enable Member States to effectively analyse the Secretariat's performance.

28. Reform should be carefully managed and should not adversely affect mandate fulfilment, to which end adequate risk mitigation measures should be established. To ensure the adaptability of the proposed reforms, a road map setting out clear objectives, safeguards, benchmarks and indicators of achievement for each phase of implementation should be developed. ASEAN looked forward to examining the Secretary-General's forthcoming detailed proposals.

29. **Ms. Wilson** (Australia), speaking also on behalf of Canada and New Zealand, said that reform was in the interests of all Member States and would improve the Organization's ability to achieve the Sustainable

Development Goals and maintain peace and security. The three delegations supported the Secretary-General's proposals for concrete organizational reforms that would result in a more effective, accountable, transparent and efficient United Nations. To that end, Member States must take action on the proposals in a timely manner, given their real implications for United Nations operations.

30. During their consideration of the proposals, the three delegations would limit their focus to those elements that needed to be decided by year end and reserve judgment on the remaining points, including the related comments of the Advisory Committee, until they had received the comprehensive report of the Secretary-General. They encouraged other delegations to do the same and welcomed the early establishment of a deadline for the issuance of the comprehensive report. They agreed with the Secretary-General's emphasis on improving the budget process, delivering results and eliminating overlap and duplication in the functions of the Department of Management and the Department of Field Support, and would examine the proposed improvements to the management architecture in the light of the Advisory Committee's recommendations. Noting that the Advisory Committee had determined that the issue of the level of flexibility granted to the Secretary-General in managing resources fell within the remit of the General Assembly, she asked how the Secretary-General's proposals in that regard would help the people who were served by the Organization.

31. **Mr. Vale de Almeida** (Observer for the European Union), speaking also on behalf of Albania, Montenegro, Serbia, the former Yugoslav Republic of Macedonia and Turkey; the stabilization and association process country Bosnia and Herzegovina; and, in addition, Armenia, Georgia, the Republic of Moldova and Ukraine, said that he agreed with the Secretary-General on the need to make United Nations management systems more flexible in responding to evolving global challenges, particularly in the light of the 2030 Agenda, in order to ensure the relevance and added value of the Organization. The Secretary-General's reform proposals had the potential to effect the necessary shift in the Organization's culture, strategy, structures and operations to improve the effectiveness, unity and coherence of the United Nations system.

32. He commended the Secretary-General on the steps that he had taken to improve the Organization's management and expected that the reforms within his purview would be implemented without delay. The proposed reforms must advance the mutually reinforcing aims of improving programme delivery by strengthening support structures, decentralizing decision-making and transforming managerial and organizational culture; increasing the authority and accountability of managers; and improving performance through more flexible and effective human resources management, while guaranteeing gender parity within the Secretariat. In addition, planning and budgeting processes must be made more transparent and agile to ensure optimal allocation of resources for mandate fulfilment and meet priority demands, and must give Member States confidence that resources were being spent effectively.

33. He would like to know how the proposal to merge the functions of existing support departments through the establishment of new entities would affect programme delivery and improve the responsiveness and agility of the United Nations. He also asked how the Secretary-General's requests for greater flexibility in managing budgetary resources would improve the Organization's responsiveness. In addition, he would like to know how the Committee could agree to grant the Secretary-General such flexibility when improvements to the accountability framework were needed, and how the Secretary-General intended to strengthen that framework.

34. Management reform was closely interlinked with reform under the peace and security and development pillars, as well as with work in the areas of humanitarian action and human rights. He commended the Secretary-General's inclusive and transparent approach and urged the Committee to take decisive action on the reform proposals in a spirit of compromise and consensus.

35. **Mr. Zehnder** (Switzerland), speaking also on behalf of Liechtenstein, said that, although the objectives set out in the Charter were more important than ever, there was broad consensus that the structures, culture, processes and rules of the Organization, as well as the way in which Member States engaged with it, were preventing it from effectively fulfilling its mandates. The two delegations fully endorsed the proposed management reforms, emphasizing that the Secretary-General and United Nations staff should be guided by results and should be afforded greater flexibility, while remaining committed to transparency and accountability.

36. Under the new management paradigm, managers and staff should be empowered to perform their functions and should be held accountable for their performance through results-based management. To that end, a comprehensive reform of human resources management and the development of an effective performance management framework were essential.

The Secretary-General should also be empowered in his role as chief administrative officer and should be given the flexibility to lead the Organization in an effective and efficient manner without having to consult Member States on every detail, while ensuring full accountability and transparency. In addition, Member States must change the way that they engaged with the Organization by developing greater trust in its leadership, fostered by transparency and accountability, and by reducing their tendency to micromanage. The Secretary-General's reforms presented a critical opportunity to achieve better results under the three pillars of the Organization.

37. **Mr. Sandoval Mendiolea** (Mexico) said that the Fifth Committee was a critical forum for advancing the change needed to address long-standing weaknesses in the Organization's management. The Secretary-General's proposals represented a meaningful first step in that regard. His delegation attached particular importance to reforming the existing Secretariat structure and rules relating to the management of financial, human and material resources, with a focus on transparency and accountability; ensuring the timely recruitment, deployment and development of qualified staff to enable them to respond effectively to emergency situations on the ground; enhancing coordination and emphasizing concrete results, while reducing the focus on procedures and regulations; and reforming the planning and budgetary cycles in order to reduce the number of reports issued.

38. The Committee must overcome inertia and distrust by taking a pragmatic approach to its deliberations at the current session in order to lend substance to the international community's enthusiastic response to the Secretary-General's comprehensive reform proposals. Those proposals would allow the Organization to respond more effectively to challenges under its three pillars and would increase transparency in order to address the chronic trust deficit between Member States and the Secretariat. His delegation would seek additional information on the practical implications of increased delegation of authority, as well as on the issue of ex post facto accountability. He proposed that the General Assembly should formally request, for the Committee's consideration in 2018, a report containing additional information on the main aspects of the reform initiatives, including on implementation strategies and time frames, as well as expected outcomes and methods of quantification, evaluation and review. The Secretary-General should maintain timely, clear and transparent communication with Member States during the preparation of that report.

39. **Mr. Kadiri** (Morocco) said that the proposed management model, established on the basis of sound management rules and principles, would make the Organization more nimble, transparent, accountable and decentralized to better support its normative and operational activities. The proposal and implementation of management reforms were in line with the commitments the Secretary-General had made prior to his appointment and fell within his sphere of competence as chief administrative officer of the Organization under Article 97 of the Charter. His delegation highlighted the clear timetable proposed for implementation; the importance of ensuring the shared responsibility of the Secretary-General and Member States for the success of the reforms and of clearly defining the areas of responsibility of all parties concerned; and the need for Member States to take ownership of the reforms. For its part, Morocco had signed the political declaration in support of the Secretary-General's reforms presented by the United States at the high-level event on United Nations reform held during the high-level segment of the General Assembly's current session.

40. He welcomed the Secretary-General's initiatives to address weaknesses in, inter alia, service delivery, management structures and culture, and management of resources for mandate implementation. In particular, shortening both the budget period and the length of the planning and budget cycle would guarantee the adoption of more specific and credible budgets and would allow greater certainty for Member States in terms of their financial obligations. Moreover, a shorter period between the planning stage and the implementation of the budget would reduce uncertainty, improve budgetary precision, allow for greater responsiveness to changes between budget periods and reduce the time lag between programme plans and their implementation.

41. **Mr. Ilichev** (Russian Federation) said that his delegation agreed with most of the conclusions and recommendations contained in the Advisory Committee's report (A/72/7/Add.24), in particular its views on the Organization's management culture and internal oversight system, and urged the Fifth Committee to consider the Secretary-General's reform proposals in the light of those recommendations. Each of the proposals must be subjected to a thorough cost-benefit analysis before the presentation of the forthcoming comprehensive report. His delegation objected to the replacement of the biennial budget with an annual budget, given that the Secretary-General had not presented a clear assessment of the comparative advantages of the shorter budget period. The structure, level of detail and quality of budgetary information must not be undermined. He agreed with the Advisory Committee that the commitment authority for

unforeseen and extraordinary expenses should be maintained at its current level and that the Secretary-General should provide additional information regarding his plans to integrate the procurement function into supply chain management. The management reform proposals could be implemented only following broad intergovernmental consultations and with the approval of the General Assembly.

42. **Ms. Domínguez** (Chile) said that the reform process initiated by the Secretary-General would contribute to a more effective, legitimate and representative multilateral system. She agreed with the Secretary-General on the need to address the issue of fragmentation by reforming the structure and functioning of the Organization. She also welcomed the recognition by the General Assembly, the Fifth Committee, the Committee for Programme and Coordination, and the Advisory Committee of the interests of Member States in the management, administration and accountability of the Organization.

43. Transparent and inclusive intergovernmental negotiations on the proposed reforms under all three priority areas identified by the Secretary-General were essential in order to prevent any exacerbation of fragmentation and ensure the legitimacy of the reforms. Those negotiations must also be cohesive and complementary in order to create mutually reinforcing synergies between the interlinked reform initiatives.

44. **Ms. Sison** (United States of America) said that her delegation supported the Secretary-General's efforts to find ways to improve the work of the entire United Nations system in the three priority areas identified and to make its operations more focused, efficient and effective. In order to maintain the trust of people worldwide and ensure the continued relevance of the United Nations, greater attention should be given to delivering results in the field; enhancing accountability and oversight while ensuring that the Secretary-General was equipped with the necessary tools for effective management; and strengthening the management framework, structures and procedures to support more dynamic action under the Organization's three pillars.

45. Her delegation fully supported the reform principles outlined by the Secretary-General, while underscoring the need to realize the full benefits of initiatives designed to streamline business processes and provide the information required to make the Organization leaner and more effective. She hoped that the broad, cross-regional support garnered by the political declaration presented at the recent high-level event on United Nations reform hosted by her Government, which had been signed by 133 Member States, would be translated into timely action in support of the Secretary-General's proposals. She looked forward to the General Assembly's endorsement of the preliminary vision set out in the Secretary-General's reports (A/72/492 and A/72/492/Add.1) and welcomed the opportunity to consider his detailed proposals in 2018. Given the Secretary-General's goal of making the programme budget a strategic tool that guaranteed accountability for results, she asked how he would use the budgetary authorities that he had requested to make strategic resource management decisions. She would also like to learn more about his efforts to develop a reform-oriented senior leadership team responsible for change management, and to elicit buy-in from staff.

46. **Ms. Rodríguez Abascal** (Cuba) said that the process of reforming the United Nations had begun when the Organization had been established. The reform must strengthen the Organization's capacity and effectiveness with a view to respecting the purposes and principles of the Charter, implementing mandates and meeting the needs of Member States, regardless of their contribution to the budget, and must not be viewed as an exercise in making budgetary savings. The Organization's political and intergovernmental nature must not be forgotten. Her delegation recognized the Secretary-General's efforts to hold transparent and inclusive consultations with Member States. It was the duty of the General Assembly, through the Fifth Committee, the Committee for Programme and Coordination and the Advisory Committee, to oversee programming, planning and budgeting, which were essential to the Organization's activities. The proposed reforms in the peace and security and development pillars were closely related to management, and should be analysed and implemented in an interconnected manner in consultation with the Fifth Committee, since they had administrative and budgetary implications.

47. Many of the proposals had been made during previous reform processes, the lessons of which should be studied. The current reform, however, was particularly ambitious in that it called for a radical redesign of planning and budgeting. The planning and budgeting review process set out in General Assembly resolution 41/213 should be fully implemented. The current proposals were presented at a session at which Member States must give their full attention to many substantive matters to ensure the proper functioning of the Organization. Many of the proposals depended on the implementation of Umoja, the ICT strategy and the global service delivery model.

48. Her delegation did not object to simplifying procedures and decentralizing decision-making, provided that planning and accountability were

strengthened and the prerogatives and oversight of Member States were respected. She requested clarification regarding the formulation of the programme plan, beyond the inclusion of the plan in an integrated budget document. She was concerned about the proposed consolidation of programme, budget and implementation information in only two documents, which could result in the loss of detailed information and prevent the Committee from overseeing the functioning of the Organization. Special political missions, although included in a separate section of the proposed programme budget, would continue to account unduly for over 20 per cent of the budget. Her delegation would consider the proposed expansion of the delegation of authority to the Secretary-General as part of the overall reform package, and in particular in relation to the proposed improvements in accountability. The reduction of the Organization's cash reserves in the Working Capital Fund would not be resolved by increasing the level of the Fund, whose stability depended on the payment of all Member State contributions on time and without conditions. The Member States would need more detailed information before they took a decision on the proposals.

49. **Mr. Matjila** (South Africa) said that the inclusive consultations led by the Secretary-General and Deputy Secretary-General should continue as the reforms were implemented. His delegation welcomed the Secretary-General's vision and detailed proposals on the budget, organizational structure and funding mechanisms. The Secretary-General's reports reflected his determination to enhance multilateralism and strengthen the authority of the United Nations. South Africa would work with the Organization to achieve sustainable development, eradicate poverty, combat discrimination, uphold equality and prevent crises by adopting a culture of prevention. His Government welcomed the essential role of the 2030 Agenda in the proposals, which should be further aligned with Agenda 2063 of the African Union.

50. The United Nations must be effective, efficient, transparent, accountable, people-centred, fit for purpose, responsive and able to fulfil its mandates in complex environments. It should reduce waste and duplication, and streamline cumbersome administrative and budgetary procedures. Adequate, predictable and sustainable financial and human resources were essential to timely mandate implementation; his Government supported proposals to simplify programme plans and budgets and would consider the impact those proposals would have on transparency, accountability and oversight by Member States. Reforms that affected reports and the presentation of information must improve the capacity of intergovernmental processes to ensure proper planning, monitoring, evaluation, strategic planning and resource allocation. The lessons learned from previous reforms and during the implementation of the current reform must be applied. While the reform was being implemented, mandates must continue to be fulfilled and, if the General Assembly approved the reform, his delegation looked forward to receiving a proposal that would ensure a smooth transition. Management reform should not be viewed in isolation from other reform initiatives. The voice of African and developing countries should be strengthened; only by employing staff from such countries could the Organization understand, predict and react to events there and elsewhere. His delegation welcomed the Secretary-General's system-wide strategy on gender parity and looked forward to the strategy on geographical representation.

51. **Mr. Munir** (Pakistan) said that previous complaints about the Organization's effectiveness had been justified, and his delegation commended the Secretary-General on conducting a consultative process, listening to Member States' concerns and seeking to make the United Nations more nimble and accountable. Many previous reform proposals had failed, for various reasons. The world was changing, and small and medium-sized States, particularly in the South, could now make an impact in the United Nations system through their commitment to the Charter, willingness to implement United Nations resolutions, contribution to peacekeeping, recourse to pacific settlement of disputes, and resilience to terrorism, climate change and the challenges associated with refugees and migrants.

52. The streamlining of processes should not undermine the oversight of the General Assembly, the Advisory Committee and the Committee for Programme and Coordination, which were essential to transparency and accountability. Any review of mandates should be based on cost-benefit analyses of previous changes in the United Nations system. He asked whether a cost-benefit analysis of the establishment of the Department of Field Support had been carried out and what lessons could be learned from it. The reform should protect the interests of Member States, including developing countries. Management reform should be viewed as part of the broader reform initiative, and he requested further information regarding the effects of the proposals on geographical representation, the system of desirable ranges, procurement and troop-contributing countries.

53. **Mr. Mokhtari** (Algeria) said that the success of the proposed reforms would depend on the Secretary-General's continuing commitment to open, transparent

consultation. Management reform must not change the intergovernmental nature of the Organization or the roles of Member States, but should enhance current processes and help States analyse the Secretariat's performance. His delegation supported the Secretary-General's efforts to reform management and strengthen trust to promote efficiency, peace and development. Management reform was essential for a more receptive and responsive Organization. Streamlining the programme planning and budgeting process to ensure that mandates approved by Member States were effectively implemented would support decision-making and strengthen transparency, accountability and a focus on results. His delegation welcomed the Secretary-General's focus on human resources management. The reform should ensure wide, equitable geographical representation and equal opportunities, particularly for African women. Staff selection and recruitment should be reviewed to rejuvenate the Organization and ensure gender balance and geographical diversity.

54. **Mr. Hoshino** (Japan) said that the Secretary-General's commitment to management reform would increase the efficiency of Secretariat management and ensure transparency and accountability to the Member States, while maintaining a balance between flexibility and discipline. The Member States should maintain the momentum of reform by adopting a draft resolution on the Secretary-General's proposals at the current part of the session, establishing a consensus on the basis of which he would make detailed proposals at the second part of the resumed session.

55. **Ms. Martinic** (Argentina) said that her delegation supported the Secretary-General's vision of an agile, pragmatic and decentralized Organization without administrative and managerial silos, antiquated institutional processes and structures, or an unbalanced risk management framework. The Secretary-General's consultations with Member States would help the United Nations meet the challenges of a fast-changing world, and his commitment added value to the work of the Fifth Committee, the Advisory Committee and the Committee for Programme and Coordination. Her delegation welcomed the opportunity to discuss the reform proposals, including those on programme planning and budgeting, which were intended to make the United Nations more efficient and capable of addressing the current unprecedented challenges in peace and security, humanitarian assistance, the protection of human rights and sustainable development.

56. **Mr. Hattrem** (Norway) said that Member States should embrace the Secretary-General's vision for management reform. The United Nations should be more streamlined and less fragmented; authority, responsibility and expertise should coincide so that the Organization could achieve results and respond effectively. Clearer distinctions should be made between strategic management, policy formulation and control, and operational and logistical support. A new management paradigm was needed for the Secretariat, with many aspects that would need to be explored, developed and tested, and reported on to Member States. The budget process must be simplified, the Secretary-General must have more authority and there must be greater transparency in reporting to Member States. The budget reform would require compliance, accountability and reporting systems. The Secretary-General should make good use of previous reviews and Secretariat expertise, and should start making the changes that were possible within his authority. The shift in management culture must come from within. The Committee should adopt a draft resolution on management reform that would enable the Secretary-General to produce a comprehensive report on the matter by the second part of the resumed session.

57. **Mr. Vieira** (Brazil) said that his delegation welcomed the Secretary-General's efforts to change the management paradigm. Management reform must help the Organization implement its mandates more effectively and efficiently in every pillar of its activities. His delegation welcomed the Secretary-General's commitment to development; the United Nations was uniquely positioned to foster the implementation of the 2030 Agenda and the Addis Ababa Action Agenda, but could not do so without proper institutional arrangements. The Organization must have adequate tools and resources to help eradicate poverty, including extreme poverty. The proposed annual budget could improve budgetary precision, but the current level of detail and information in budget proposals must be maintained.

58. The Secretary-General's commitment to consultation with Member States had resulted in constructive negotiations. Sound processes were essential to achieve better results, and meaningful reform required all Member States to take ownership of the process, in accordance with the Charter, which mentioned that budgetary questions were among the important matters on which the General Assembly must take decisions. The reform must not change the Organization's multilateral and international character, particularly the oversight role of the General Assembly and other intergovernmental and expert bodies. The role of the Committee for Programme and Coordination must be strengthened.

59. Despite the Secretary-General's efforts, equitable geographical representation and gender parity had not been achieved throughout the Organization. Developing countries must have better access to procurement opportunities in the United Nations system. Previously, the Committee had approved profound changes that had served the United Nations well for decades, despite the complexity and high political stakes involved. His delegation was confident that the Committee would again rise to the challenge and reach agreement on the Secretary-General's proposals.

60. **Ms. Krisnamurthi** (Indonesia) said that the United Nations must be reorganized to support Member States' implementation of the 2030 Agenda. Management reform was closely linked with the reforms in the peace and security and development pillars. Her delegation welcomed the Secretary-General's proposals to shift the management paradigm, transform the Organization and address the challenges faced. Budgeting was essential in translating priorities into action and measuring accountability and performance. The streamlining of programme planning and budgeting should result in more effective mandate implementation. The paramount consideration in the employment of staff was securing the highest standards of efficiency, competence and integrity, but gender and geographical representation must also be better balanced. Active contributions by Member States, particularly troop- and police-contributing countries, should be taken into consideration. Since most of the Organization's staff were in the field, they must be responsive and accountable. Changes in organizational structure, which determined the ways in which the staff functioned, must be thoroughly considered and must strengthen the accountability framework, including monitoring, quality assurance and oversight. Management reform was an ongoing process that was open to review, and her delegation would work with the Secretary-General to make the United Nations more responsive and fit for purpose. Discussions of the plans and proposals should be open, transparent and supported by all Member States.

61. **Ms. Seka-Fouah** (Côte d'Ivoire) said that the United Nations was at a turning point, faced with great challenges in performing its mission. A new dynamic, based on past achievements and lessons learned, was needed. Her delegation welcomed the Secretary-General's proposed reforms, intended to modernize the Organization and make it less bureaucratic and more field-focused and open to dialogue with Member States. In September 2017, her delegation, motivated by its trust in the Secretary-General, had signed the declaration of support for United Nations reform presented by the United States. She welcomed the Secretary-General's proposal that the biennial budget should be replaced from 2020 with an annual one that would align the United Nations budget cycle with that of most Member States and improve planning to help them discharge their financial obligations to the Organization. As a post-crisis country, Côte d'Ivoire would pay particular attention to the proposed strengthening of the Secretary-General's authority to enter into commitments in the event of Security Council decisions that resulted in additional resource requirements to maintain peace and security. The proposed decentralization of decision-making, which would be brought closer to the point of delivery, would help the Organization take into account local concerns. The reforms would open a new chapter in the existence of the United Nations, and the Committee should support their implementation.

62. **Mr. Wu** Haitao (China) said that the Secretary-General's management reform initiative would help the United Nations be nimble and efficient, respond to new situations and play a more active role in peace and development. The reform must respect the Charter and be driven by the Member States. Trust between the Member States and the Secretary-General must be strengthened to help him fulfil his responsibilities. The Secretariat should build its internal capacity and strengthen its accountability to the Member States. As authority was delegated in the Secretariat, it must be aligned with responsibility on the basis of sound planning and arrangements, in a gradual, steady process.

63. Management reform must comply with the established procedures and rules. The Secretary-General should be guided by the principles of openness, transparency and consensus, and address the concerns of all parties. The reform should accommodate developing countries' concerns, increase development resources, reinforce the development pillar and help achieve the Sustainable Development Goals. The underrepresentation of developing countries in the Secretariat must be addressed to increase those countries' participation in United Nations affairs.

64. **Mr. Chang** Wook Jin (Republic of Korea) said that management reform would lay the foundation for the Secretary-General's reforms in peace and security, development and the entire United Nations system. Although management was often taken for granted and collective effort and time were needed to improve it, the effects of the change would be far-reaching and enduring. Member States and United Nations staff, whether in the Secretariat or other United Nations entities, must work together to ensure that management reform was successful. Member States must continue to

support the reforms regardless of their region or group, as they had done in signing the September 2017 declaration of support, so that the Secretary-General could address United Nations issues with an Organization reformed on the basis of his vision. The Secretary-General should propose more constructive and feasible measures based on the advice of the Advisory Committee and the Member States, and should engage proactively with staff so that they took ownership of the reforms.

65. He requested further information regarding the ways in which the Secretary-General planned to address the concerns of the Advisory Committee and Member States about maintaining a balance between accountability and increased authority if the Secretary-General's flexibility in redeploying financial resources was enhanced as proposed.

66. **Mr. Plasai** (Thailand) said that the reform processes must be coherent, complementary and properly aligned so that the United Nations could fulfil its mandates under the Charter. A more efficient, transparent and nimble Organization would strengthen multilateralism and have a greater impact on the ground. The reforms should be inclusive and driven by the Member States. His delegation welcomed the Secretary-General's emphasis on transparency and accountability and would seek further information regarding the ways in which technology could improve the checks and balances ensured by Member States and other oversight mechanisms. Fragmentation must be addressed and authority must be aligned with responsibility across management structures. Since the headquarters of the Economic and Social Commission for Asia and the Pacific and other United Nations entities were in Thailand, his delegation looked forward to learning about the ways in which management authority would be decentralized and decision-making brought closer to the point of delivery. The scope of delegated authority and reporting lines must be clear, and engagement with host countries must be increased to ensure that mandates were fulfilled.

67. The Secretary-General had taken the first steps towards gender equality and balanced geographical representation, particularly at senior levels, through the staffing of his Executive Office. His delegation welcomed the proposal that the planning and budgeting process should be simplified and resources better aligned with emerging priorities and programmatic demands. His delegation looked forward to receiving further details of the proposals, including the proposed shift to an annual budget. It would consider the implications for Member State contributions and for the workload of the Committee and other oversight bodies. The Organization needed to be agile, efficient and results-oriented, but transparency, accountability and risk mitigation must not be compromised. Management reform must strengthen the Organization's core competency and its central role in global governance and the promotion of the Member States' collective interests, including the implementation of the 2030 Agenda.

68. **Mr. Morales López** (Colombia) said that his delegation welcomed the Secretary-General's commitment to gender parity and equitable geographical representation. The Member States and the Secretariat must ensure that the principles of efficiency, accountability, transparency and performance guided the Organization in its use of human and financial resources. The proposed change from a biennial to an annual budget would result in an integrated budget, shorten the planning and budgeting cycle and align the budget period with the reporting period of the financial statements. To meet global challenges, the Secretary-General should be given discretionary authority to redeploy resources between budget sections to address evolving needs or cover potential shortfalls that could hinder the implementation of mandates within a given budget period. The Committee should analyse the Secretary-General's proposals with a view to helping the United Nations adapt to global developments. Only with the necessary management tools could the Organization meet the challenges of an unpredictable international environment. Management reform, which was a cross-cutting element of the Secretary-General's reform proposals, would not only enhance the planning and budgeting process but also contribute to continuous improvement and mandate implementation.

69. **Ms. Bourhil** (Tunisia) said that an effective, results-based management system would allow the United Nations to fulfil its mandates through a culture of performance. Her delegation agreed with the assessment of the Secretary-General's internal review team regarding the challenges that prevented the Secretariat from realizing the aims set out in the Charter. The Sustainable Development Goals were a priority of the United Nations, and progress in their achievement would be one parameter in evaluating the success of the proposed reform. The Secretary-General had set out three main reform proposals: streamline and improve the planning and budgeting processes; give greater authority and accountability to programme managers; and reconfigure management and support structures to improve delivery of programmes. Those measures would be enabled by reform of the management architecture. Since the reform was broad in scope and would be decisive for the future of the Organization, the

detailed information to be provided by the Secretary-General in his comprehensive report would be important to its implementation. Her delegation supported the concept of a new leadership model to remedy the shortcomings of the current management culture.

70. **The Secretary-General** said that he was committed to a fully consultative process to ensure that the reform was driven by the Member States and respected the intergovernmental nature of the United Nations, the General Assembly, the Fifth Committee, the Advisory Committee and the Committee for Programme and Coordination. Trust must be built between the Secretariat and the Member States and between Secretariat management and staff. He was as committed to engaging with staff, including senior staff, as with the Member States. The reform was intended not to reduce the size of the staff or cut costs but to improve results on the ground while fully respecting mandates. That would require transparency, accountability and oversight by the Member States.

71. In his Executive Office, where he had been free to make staffing decisions, he had achieved equitable geographical representation and gender parity. He understood Member States' concerns about the need for risk mitigation and a road map that would allow them to follow the implementation of the reforms. The reforms were intended to give the Organization the capacity to support Member States' implementation of Agenda 2030, of which poverty eradication was a central objective. The Secretariat recognized developing countries' concerns about the regional diversity of staff and the Organization's objectives. The new budgeting and planning process would enhance the information provided to Member States and establish conditions in which the Committee for Programme and Coordination and the Advisory Committee could better fulfil their mandates. The Secretariat would respect the connections among the three areas of the reform, and the Member States would play an essential role in that regard. No cost-benefit analysis had been conducted when the Department of Field Support had been established, but the Secretariat had based its proposed changes to that Department and the Department of Management on its analysis of that experience.

72. The Advisory Committee, whose report would inform the Committee's discussion of the reform, agreed with his proposal that the biennial budget should be replaced with an annual one. The annual budget would result in more accurate resource estimates, more realistic programme plans based on more recent performance assessments, and the planning of resource requirements closer to the point of implementation. Because the programme plan for the biennium 2018–2019 had been adopted in 2016 on the basis of the programme performance information for the biennium 2014–2015, some of the information on which the plan for 2019 was based would be five years old by the time the plan was implemented. Under an annual budget system, however, the 2018 budget would have been based on plans and resource requirements adopted in 2017 on the basis of the 2016 programme performance assessment, a time difference of only two years.

73. An annual cycle would allow programme managers to adjust their resource requirements more often and to better respond to new mandates, changing demands and lessons learned from programme delivery. It would also improve accountability, because those managers would need to show the activities they were planning, the resources they would require and the performance of their programmes in the previous period. The inclusion of qualitative evaluation, self-evaluation and programme performance information in the budget document would help Member States understand performance. In addition to current legislative mandates, those responsible for programmes and subprogrammes would be required to indicate how their activities would support the implementation of the Sustainable Development Goals. Development would be essential to the budget document and the work of departments. Member States would be able to track the contribution of programmes to the development agenda.

74. The proposed organizational changes would enhance transparency and accountability so that the Secretariat could make use of the increased management authority under the reform. Proposals for the redeployment of budgetary resources would not change mandates, the agreed focus of programmes or the Organization's priorities, but would improve mandate implementation in response to changing programmatic needs. The need for such redeployment would decrease but remain significant under an annual budget, and the increased management authority would allow him to improve coordination between departments in support of the Organization's goals. Without the capacity for redeployment, the Secretariat could not undertake activities within existing resources, as requested by the General Assembly in recent resolutions. The expansion of the commitment authority for unforeseen and extraordinary expenditures would allow the Secretariat to respond within 24 hours to unexpected events, for example by providing policy support to countries affected by natural disasters.

75. In the Addis Ababa Action Agenda, the Member States had encouraged the Secretary-General to establish an inter-agency task force, including the major institutional stakeholders and the United Nations

system, including funds and programmes and specialized agencies whose mandates were related to the follow-up, building on the experience of the Millennium Development Goals Gap Task Force. The inter-agency task force would report annually on progress in implementing the financing for development outcomes and the means of implementation of the post-2015 development agenda and advise the intergovernmental follow-up thereto on progress, implementation gaps and recommendations for corrective action, while taking into consideration the national and regional dimensions. Such encouragement had not been considered a strong enough mandate to justify a specific request for additional resources, but increased management authority would allow the Department of Economic and Social Affairs to support the task force through the redeployment of resources.

76. In the SIDS Accelerated Modalities of Action (SAMOA) Pathway, the Member States had requested that the Secretary-General should ensure that the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, pursuant to its advocacy mandate, should ensure the mainstreaming of the Samoa Pathway and issues related to small island developing States in the work of the United Nations system; enhance the coherence of the issues of those States in United Nations processes, including at the national, regional and global levels; and continue to mobilize international support and resources to support the implementation of the Samoa Pathway by small island developing States. Because the Office had only two staff members, however, the Secretariat could not meet the request without the ability to redeploy resources.

77. In June 2017, the Secretary-General of the Economic Community of Central African States had requested the Economic Commission for Africa Subregional Office for Central Africa to support the formulation of a subregional industrial plan and the organization of a high-level industrial conference on industrial development in Central Africa. Subsequently, the Governments of Chad and Equatorial Guinea had requested the Office to help them formulate national industrial policies. A lack of budget resources for the recruitment of consultants to conduct the diagnostic studies required had forced the Office to request extrabudgetary resources, which had not yet been identified, although the conduct of the studies fell under subprogramme 7 of the programme of work of the Commission. Additional discretion to redeploy resources between budget sections would have allowed the Office to meet the requests.

78. To eliminate duplication, unify Secretariat service provision, strengthen the focus on the field and ensure that delegated authority was ethically discharged, his proposals included the establishment of a support department and a strategic management department that would constantly improve the management of the Secretariat. The current structure, in which the Department of Field Support provided services to the peace architecture while the Department of Management supported the rest of the Secretariat, had limited the accountability of programme managers because the delegation of authority was not aligned with responsibility. Under the proposed structure, programme managers would be properly supported in taking decisions and would be accountable for mandate fulfilment.

79. The Organization had a robust accountability framework that comprised external and internal oversight bodies and extensive requirements for reporting to Member States on its performance. The accountability of senior managers for programme delivery and resource use, however, should be strengthened. The delegation of authority should be simplified and accountability for the use of authority should be clearly defined. The proposed Department of Operational Support would support managers in exercising the authority delegated to them, while the proposed Department of Management Strategy, Policy and Compliance would provide policy support and quality assurance to monitor the use of delegated authority, which he could then withdraw if necessary, and would monitor the implementation of the recommendations of oversight bodies.

80. The annual budget would contribute to the assessment of programme performance and the use of resources to support delivery. A 360-degree performance evaluation mechanism would be introduced for senior managers, to strengthen their compacts. To improve the transparency and frequency of reporting to Member States, the Secretariat would build on Umoja and the implementation of the International Public Sector Accounting Standards. Programme planning and performance information would be presented more clearly in the annual budget document. Information regarding expenditure would be made more accessible to Member States through the application of the standards established by the International Aid Transparency Initiative and through the publication in the Registry of the Initiative, by mid-2018, of a limited set of data and, in due course, of all the Organization's financial and procurement information. Information regarding expenditure and programme delivery and performance would be made

available on dashboards in Umoja, and the results of self-evaluations would be provided to Member States.

The meeting rose at 6.15 p.m.